

Black River Memorial Hospital  
711 West Adams Street  
Black River Falls, WI 54615  
(715) 284-5361

Type:                   GMS  
Control:               Other Not for Profit  
Fiscal Year:       03/01/01 to 02/28/02

County:               Jackson  
Analysis Area:       Southwestern (5B)  
Volume Group:       3

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	43.7%	57.4%	0.76	54.5%	0.80	33.3%	1.31	51.1%	0.86
Obstetrics	14.8%	39.6%	0.37	33.3%	0.45	20.6%	0.72	16.7%	0.89
Pediatrics	27.4%	48.0%	0.57	29.9%	0.92	13.4%	2.04	. %	.
Total hospital	36.9%	55.9%	0.66	46.8%	0.79	31.9%	1.16	42.8%	0.86
Average Census (Patients)									
Adult medical-surgical	9.2	30.4	0.30	15.5	0.59	7.7	1.18	9.7	0.95
Obstetrics	0.9	3.9	0.23	1.9	0.47	0.9	1.01	1.0	0.89
Pediatrics	0.3	1.8	0.15	0.9	0.31	0.1	2.58	0.0	.
Total hospital	10.3	55.4	0.19	28.1	0.37	10.4	0.99	10.7	0.97
Average Length of Stay (Days)									
Adult medical-surgical	3.0	3.9	0.77	3.4	0.90	3.3	0.92	3.2	0.93
Obstetrics	2.1	2.4	0.86	2.3	0.88	2.2	0.92	2.3	0.92
Pediatrics	2.0	2.4	0.81	2.6	0.77	1.9	1.03	.	.
Total hospital	2.9	4.3	0.66	3.8	0.76	3.0	0.95	3.1	0.92
Surgical Operations									
Inpatient	244	1,424	0.17	465	0.52	218	1.12	204	1.20
Outpatient	519	3,187	0.16	1,711	0.30	963	0.54	509	1.02
Inpatient as % of all surgeries	32.0%	30.9%	1.04	21.4%	1.50	18.5%	1.73	28.6%	1.12
Outpatient Visits									
Non-emergency visits	17,348	75,046	0.23	33,009	0.53	24,411	0.71	3,311	5.24
Emergency visits	7,354	14,086	0.52	7,302	1.01	5,581	1.32	7,313	1.01
Full-time Equivalents (FTEs)									
Administrators	1.0	14.8	0.07	7.1	0.14	5.1	0.20	1.0	1.00
Nurses, licensed	35.3	160.1	0.22	111.0	0.32	40.3	0.88	30.6	1.15
Ancillary nursing personnel	0.0	54.3	0.00	37.6	0.00	13.8	0.00	6.8	0.00
All other personnel	104.2	384.2	0.27	283.4	0.37	94.8	1.10	119.1	0.88
Total FTEs	140.5	613.5	0.23	439.1	0.32	154.0	0.91	157.5	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.5	14.6	0.31	14.7	0.30	20.5	0.22	4.4	1.01
Nurses, licensed	158.1	157.9	1.00	231.6	0.68	161.4	0.98	135.9	1.16
Ancillary nursing personnel	0.0	53.6	0.00	78.4	0.00	55.4	0.00	30.0	0.00
All other personnel	467.0	378.9	1.23	591.3	0.79	380.1	1.23	528.8	0.88
Total FTEs	629.5	605.0	1.04	916.0	0.69	617.4	1.02	699.0	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	28	Health maintenance		Beds set up and staffed	2	Bassinets	6
Discharges	1,381	organization (HMO)	Yes	Discharges	63	Total births	137
Inpatient days	3,774	Preferred Provider		Inpatient days	330	Newborn days	268
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 02/28/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
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General Medical-Surgical:							
Adult medical-surgical, acute	1	21	1,110	3,349	43.7%	9.2	3.0
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	2	0	0	0	. %	0.0	.
Hospice	5	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	1	51	100	27.4%	0.3	2.0
Obstetrics	1	6	157	325	14.8%	0.9	2.1
Psychiatric	5	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	2	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	5	0	0	0	. %	0.0	.
Cardiac intensive care	5	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	5	0	0	0	. %	0.0	.
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.
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Note: data should be used only in rows; do not summarize columns.

\* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
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Administrators/asst. administrators	1	0	1.0	Radiological services personnel	6	0	6.0
Physicians and dentists	0	0	0.0	Occupational therapists	1	2	2.0
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	0	1	0.6
Registered nurses	22	15	31.4	Physical therapists	6	1	6.8
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	0	2.0
Licensed practical nurses	3	1	3.9	Recreational therapists	0	0	0.0
Ancillary nursing personnel	0	0	0.0	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	1	0	1.0
Nurse Practitioners	0	0	0.0	All other health professionals	9	6	12.0
Medical records personnel	0	3	1.4	All other personnel	57	11	64.0
Pharmacy personnel	1	0	1.0	-----			
Clinical laboratory personnel	6	5	7.4	TOTAL	115	45	140.5

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$18,385,584	Cash and cash equivalents	\$840,236	Current liabilities	\$1,162,524
Less deductions	5,116,990	Net Patient receivables	1,767,943	Long-term debt	705,211
Net patient revenue	13,268,594	Other receivables	11,832	Other liabilities	31,233
Plus other revenue	344,176	Land, bldgs and equip: Net	3,131,928	Subtotal	1,898,968
Total revenue	13,612,770	Other assets	4,127,883		
Less expenses	12,958,099			Unrestricted fund balance	7,980,854
Nonoperating gains/losses	191,187	Total Assets	\$9,879,822	Total liabilities & fund balance	\$9,879,822
Net Income	\$845,858			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [ \$8,079,590]	43.9%	41.7%	1.05	45.3%	0.97	41.1%	1.07	45.4%	0.97
Medical Assistance [ \$1,851,950]	10.1%	9.0%	1.12	6.7%	1.50	8.2%	1.23	7.5%	1.34
Commercial [ \$7,625,844]	41.5%	43.2%	0.96	37.4%	1.11	45.2%	0.92	39.6%	1.05
All other [ \$828,200]	4.5%	6.1%	0.74	10.5%	0.43	5.5%	0.83	7.5%	0.60
Deductions as % of Total Gross Patient Revenue									
Medicare [ \$3,878,112]	21.1%	23.7%	0.89	24.0%	0.88	20.7%	1.02	19.6%	1.07
Medical Assistance [ \$902,387]	4.9%	6.0%	0.82	4.5%	1.09	4.6%	1.06	4.9%	0.99
Commercial [ \$168,163]	0.9%	9.4%	0.10	6.0%	0.15	7.3%	0.13	1.1%	0.84
Charity care [ \$157,590]	0.9%	1.2%	0.71	0.6%	1.40	0.7%	1.23	0.8%	1.04
All other [ \$10,738]	0.1%	1.4%	0.04	2.3%	0.03	0.5%	0.11	0.2%	0.37
Total deductions [ \$5,116,990]	27.8%	41.7%	0.67	37.4%	0.74	33.8%	0.82	26.7%	1.04
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	2.5%	5.1%	0.50	4.8%	0.53	4.2%	0.61	2.9%	0.88
Net gains/losses as % of net income	22.6%	5.3%	4.27	5.0%	4.54	3.5%	6.37	21.4%	1.06
Expenses as % of Total Expenses									
Salary/fringe benefit[ \$6,893,595]	53.2%	47.8%	1.11	48.5%	1.10	51.3%	1.04	51.5%	1.03
Supplies and services[ \$4,842,243]	37.4%	40.5%	0.92	42.1%	0.89	35.9%	1.04	37.0%	1.01
Capital component [ \$724,318]	5.6%	8.7%	0.64	5.6%	1.00	9.2%	0.61	5.3%	1.05
Bad debt [ \$497,943]	3.8%	3.0%	1.29	3.8%	1.02	3.6%	1.06	6.1%	0.63
Fiscal Statistics									
Operating margin	4.8%	6.1%	0.79	9.5%	0.51	7.1%	0.68	6.0%	0.80
Total hospital profit margin	6.1%	6.4%	0.96	10.0%	0.62	7.4%	0.83	7.5%	0.82
Return on equity	10.6%	10.0%	1.06	15.2%	0.70	9.9%	1.07	13.3%	0.80
Current ratio	2.5	2.5	0.98	5.5	0.45	3.8	0.65	2.6	0.97
Days in net patient accounts receivable	48.6	57.8	0.84	72.9	0.67	62.9	0.77	.	.
Average payment period	34.5	52.6	0.66	58.7	0.59	51.0	0.68	39.9	0.86
Equity financing	80.8%	56.2%	1.44	54.1%	1.49	55.6%	1.45	76.4%	1.06
Long-term debt to equity ratio	0.1	0.5	0.19	0.1	0.62	0.6	0.15	0.1	0.64
Times interest earned	14.0	5.0	2.79	20.0	0.70	5.0	2.79	16.6	0.84
Total asset turnover	1.4	0.9	1.56	0.8	1.68	0.7	1.85	1.3	1.03
Average age of plant: years	9.1	9.5	0.96	13.1	0.70	9.1	1.00	9.7	0.94
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	12.7%	.
Output gross rev (% of total gross pt. rev)	53.6%	44.1%	1.21	43.9%	1.22	61.8%	0.87	52.9%	1.01
Net Revenue Statistics									
Inpatient net revenue per discharge	\$4,592	\$7,870	0.58	\$7,442	0.62	\$4,633	0.99	\$4,361	1.05
Inpatient net revenue per day	\$1,600	\$1,834	0.87	\$2,118	0.76	\$1,631	0.98	\$1,412	1.13
Outpatient net rev per visit	\$292	\$343	0.85	\$413	0.71	\$306	0.96	\$625	0.47